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CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D.C. 20505

Executive Registry

70-1685/S A

10 JUN 1970

Mr. Nicholas J. Oganovic
Executive Director
U. S. Civil Service Commission
1900 E Street, N. W.
Washington, D. C. 20415

Dear Nick:

You have asked the Directors of Personnel to report to you by 15 June action taken in the several agencies in response to the President's memorandum on Youth in the Federal Service.

When Mr. Helms received the President's memorandum, he ordered the creation of two Task Forces, made up of senior officials representative of the major components of the Agency. The first Task Force was instructed to review and report on what Agency management is doing and what more needs to be done in order to meet the five criteria established by the President for proper management of young employees. The second Task Force was instructed to review what the Agency is doing along the lines of the President's six steps and to make recommendations on what more can be done in order to build constructive links with American youth.

Each of the Task Forces has completed its review and made its recommendations to the Director. The recommendations are currently under review by the Executive Director-Comptroller and the four Deputy Directors.

In brief, the Task Force studies were encouraging in terms of the awareness of Agency managers and supervisors of the need to communicate with and develop our young talent. The Agency has already established a Management Advisory Group of young professional employees representing the various Career Services who will sit for one-year terms to consider problems of Agency management of their own choosing and report their findings to the Director. This group is composed of employees equally representative of the 30-35, 35-40, 40-45 year age brackets. The group has free access to every senior manager at whatever level of command in the Agency. We are optimistic that this program is going to pay dividends.

The Task Forces found certain weak spots in our management of young people and in our means of maintaining constructive links with American youths external to the Agency. Appropriate recommendations were made to concentrate on improving our program in these areas, but the actions recommended do not lend themselves to specific target dates for accomplishment, i.e., a more

active participation by first-line supervisors in training courses tailored to the problems of youth; a greater participation in Agency boards, panels, and councils by young employees, etc.

These things will take time, but the attention of senior command officers is focused upon them and the outlook is indeed encouraging.

Sincerely,

SIGNED

Robert S. Wattles
Director of Personnel

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Concur: See buckslip concurrence

L. K. White
Executive Director-Comptroller

Date

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INTERAGENCY ADVISORY GROUP

UNITED STATES CIVIL SERVICE COMMISSION
OFFICE OF THE EXECUTIVE DIRECTOR
WASHINGTON, D.C. 20415

Executive Registry

70-1685/2

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APR 30 1970

SUBJECT: PRESIDENT'S MEMORANDUM ON YOUTH AND THE FEDERAL SERVICE
FROM : Nicholas J. Oganovic *NJO*
TO : Directors of Personnel

You have received copies of the President's memorandum of March 31, 1970, to the heads of departments and agencies on the subject of youth and the Federal service.

The President's memorandum involves, either directly or indirectly, almost all personnel functions and has high significance to us. The memorandum seeks action by all Federal managers. But it requires, most particularly, thoroughgoing response on the part of all of us responsible for personnel management in the departments and agencies of Government.

Each Federal agency is asked by the President's message to make a thorough and critical review of how its managers "determine long-range staffing needs, attract talented young people to their staffs, utilize and develop them, and provide mechanisms through which ideas can be expressed and considered." Such a review should be launched promptly and carried out with high level management involvement in each agency.

The several areas to which the review should be directed are clearly spelled out in the March 31 memorandum. We need to address ourselves to how the basic principles of good personnel management are applied to the recruitment, use and development of young workers. The application of informed personnel practices to the considerations of importance to young applicants and to new employees recently out of school or from the college campus should not be looked upon as a one-time effort. Of crucial importance is that what we know about the needs and job aspirations of today's youth be reflected in on-going personnel systems.

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We will be giving increased emphasis in Civil Service Commission inspection coverage of agency personnel management to the elements identified in the President's memorandum, as well as to other personnel program areas that relate to them. Please note that the memorandum touches upon a number of functional areas in personnel management which, although interrelated, are sufficiently discrete to warrant separate analysis and review. These areas include manpower planning, job design and enrichment, organizational communications, and supervisory selection and training. In our assessments of personnel management, we will be interested in what treatment is given to the areas separately, as well as how they are related in total to the overall concept of the agency as an employer of young people.

In addition to what is done within Government organizations, the President directs our attention to other links with American youth. In this area also, we have frequently communicated before. The advantages resulting from the steps suggested are clear. We need now to act upon those suggestions to build more viable relationships with educational institutions and faculty members.

The full benefit of the qualities that young people can bring to the Federal service will be realized by how well we adjust our personnel approaches and operations to present day conditions. I would appreciate receiving from you by June 15 a detailed plan of the action to be taken in your agency in response to the President's memorandum. The plan should relate to each major point of emphasis in the memorandum, covering both internal systems and external relationships, particularly with educational institutions. Please indicate in the plan of action what specific steps will be instituted, the nature and extent of top management involvement in the activities to be undertaken, and the approximate target dates by which major action phases of the plan will be accomplished.

Enclosure:

President's Memorandum to Heads of Departments and Agencies, dated
March 31, 1970

THE WHITE HOUSE

WASHINGTON

March 31, 1970

MEMORANDUM FOR

HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Our society's greatest resource is its youth. Young Americans today are more aware than ever before of the problems and the opportunities before us. They have in high degree the ideals, vision, sensitivity and energy that assure our future.

We who direct the affairs of government have a special obligation to provide for the constructive use of these qualities -- to enlarge the participation and involvement of young people in government. How well we communicate with youth and seek the advantage of their abilities will influence our effectiveness in meeting our responsibilities.

I would like you to make a thorough and critical review of how your managers determine long-range staffing needs, attract talented young people to their staffs, utilize and develop them, and provide mechanisms through which ideas can be expressed and considered. Each department and agency must assure that:

- Manpower planning provides for an adequate and continuing intake of career trainees to meet future requirements in the administrative, professional and technical fields.
- Young people are placed in jobs that challenge their full abilities and provide opportunities to grow, innovate and contribute in a real way to the work of the organization.
- Young professionals are exposed to the decision-making processes and to a broad view of their agencies' missions.
- Open channels for communication are established and freely used, and provide for listening, considering and responding, with fast means for ideas to reach officials who can act on them.

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- All supervisors understand how much they influence young employees' job attitudes and career decisions through their receptivity, their interest and their flexibility.

In addition to what is done within government, we must build other links with American youth. Insulation from the operations of government generates misunderstanding and misconceptions. Efforts must be made to provide knowledge about activities being undertaken to solve complex problems and meet human needs. Among the steps which managers can take to bring this about are these:

- Enable Federal officials to appear on campuses as guest lecturers and speakers in their areas of primary interest.
- Encourage able professional employees to accept appointments as part-time faculty members.
- Provide opportunities for faculty members to be employed during breaks in their academic schedules where their expertise can be of benefit to government programs.
- Employ students in temporary jobs related to their careers, through the summer intern program and other plans designed to provide a practical exposure to government operations.
- Assure that staff members who recruit on campus are so well suited to their assignments that you would be pleased to have them regarded as your personal representatives.
- Inform academic institutions about government programs and the contributions made by their graduates and faculty.

I have asked the Chairman of the Civil Service Commission to provide leadership in this vital area and to advise me of significant developments and progress.

The beginning of this decade is a fitting time for us to demonstrate our commitment to the full involvement of today's youth in the processes of government which will help shape their tomorrow and ours. Only with the help of this generation can we meet the challenges of the 1970s.



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